

CENTRAL INTELLIGENCE AGENCY

SELECTIVE PLACEMENT PROGRAM

1 APRIL 1976 THROUGH 30 JUNE 1977

PART A - REPORT OF ACCOMPLISHMENTS FOR 1977

1. GENERAL

The emphasis of the Central Intelligence Agency's 1977 Affirmative Action Program for the Employment, Placement, and Advancement of Persons with Handicaps including Disabled Veterans was on the completion of those actions carried over from FY 1976. In addition, we planned to concentrate on the training and orientation of managers, supervisors, and assistant coordinators; involving handicapped employees in reviewing and solving problems; expanding our outreach activities to recruit handicapped persons for anticipated needs; and publicizing the program within the Agency.

While we completed most of the items carried over from FY 1976 and some of the 1977 items, we were not able to complete all of them. A thorough review of the plan, our efforts and the partial results reveals that several objectives are more complex and time-consuming than we had anticipated. In addition, other demanding work requirements in some instances took precedence. Despite this, excellent results were achieved in areas not specifically contained in the Affirmative Action Plan. These achievements, as outlined in a later paragraph, are all the more gratifying because they are a reflection of increasing awareness of, and growing interest in, the program and its goals.

2. STATUS

HANDICAPPED PROGRAM

OBJECTIVE 1: Complete those FY 1976 Handicapped and Disabled Veterans Programs objectives which remained uncompleted as of 31 March 1976. (Note: Action items D through H concern disabled veterans specifically.) (Action to be completed Feb. 1977) (Completed)

Item A. We have briefed and updated Assistant Coordinators on the progress of the program. However, because we do not yet have complete data on our handicapped employees, we were unable to levy the requirement on the Assistant Coordinators to review the status of and plans for handicapped employees under their jurisdiction.

Item B. While we believe that the unpaid work experience program has a great deal of merit, our initial discussion and review of the various facets involved reveal that our target date for completion of this item was unrealistic. We plan to continue our discussion and review with a view towards completion by FY 1978.

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Item C. Having received the ICHE information on handicapping conditions and the information from the CSC regarding surveying employees, we will be able to computerize the information we obtain from the survey. This is a task of major proportion, however, and we were unable to undertake this project in this fiscal year as we had hoped. This item will be one of our major areas of concentration in FY 1978.

Item D. Literature and information from various veterans' organizations, and those interested in assisting veterans have been obtained on a regular basis and circulated to managers and reviewers of applicant files as appropriate.

Item E. We have completed our review of the employment, training, and promotion records of our known disabled veterans and have found no areas of concern. Indeed, while their progress has been equal to their peers in most cases, it has surpassed their peers in some cases. Since many of the coordinators involved in this review were not aware of the disabled veteran status of these employees, we could conclude that our personnel management system generally insures equality of treatment for equally qualified employees.

Item F. In addition to providing statistical and other information to the Director of Personnel for use in addressing various seminars and training courses, the Coordinator has personally briefed field recruiters, seminars, personnel officers and individual components on disabled veterans. Because it is extremely difficult to fit new modules into training courses already in existence, we hope to be able to develop a separate program on disabled veterans and the handicapped.

Item G. A review of our records revealed that there seem to be no barriers to limit participation of disabled veterans in the Agency awards program. Indeed, we are pleased to report that 16 of our known approximately 100 disabled veterans have received suggestions and/or achievement awards in the past fiscal year.

Item H. Although we have not devised a statistical report for publication, we have published our semi-annual report on disabled veterans in the form of a notice to all employees with 1 copy for each 6 employees. This report, which is a semi-annual update on disabled veterans specifically, coupled with the publications of the affirmative action and report of accomplishments, comprise our reporting system to keep all employees informed of the program.

OBJECTIVE 2: Review new pamphlets, posters, and other advertising and orientation materials with agencies and organizations involved with the Handicapped program, to update our materials and present fresh displays. (Action to be completed April 1976) (Completed)

As they have become available, materials, publications and special posters concerning the handicapped program are displayed on bulletin boards throughout the Agency and interchanged periodically between buildings. Although we were unable to arrange a special display in 1976, material and

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information provided by the PCEH was posted on Agency Bulletin boards during NETH week. In addition, special posters were designed and posted to advertise the White House Conference. As a result, several inquiries have been received regarding the results of that conference. Further we are providing copies of the PCEH publication "Performance" and the NAB publication "Jobs for Veterans Report" to senior managers and component personnel officers.

OBJECTIVE 3: Make annual review of employment records of all known handicapped employees to determine if their progress is satisfactory in job and training assignment. (Action to be completed November 1976) (Completed)

We have reviewed the records of those handicapped employees identified by components in 1973 and have determined that the progress of most is equivalent to their peers. As with the disabled veterans, it is better in some cases. In the few cases where the employees have been in grade a considerable length of time, there are justifiable reasons for the lack of promotion.

OBJECTIVE 4: Establish a panel of handicapped employees and disabled veterans to participate as trainers and lecturers in orientation and training courses. (Action to be completed March 1977) (Not completed)

Since our basic data on handicapped employees has not yet been collected, our completion date here proved to be unrealistic. Action on this objective will be delayed until our survey has been completed and analyzed.

OBJECTIVE 5: Review and monitor training materials, lectures, and films on handicapped programs being presented in the Agency's orientation and training for assistant coordinators. (Not completed)

Preliminary discussions have been conducted with our training staff officers about this objective. From these discussions, however, it became readily apparent that our projected target date for completion in September 1976 was not realistic. We will continue working on this very important feature of the program during fiscal year 1978.

OBJECTIVE 6: Initiate a review of medical requirements for employment to determine if they are unnecessarily restrictive to the employment of handicapped persons. (Action to be completed June 1977) (Partially completed)

Following collection of Federal Personnel Manual information on medical standards, informal discussions were held with members of the Office of Medical Services on this subject. Because of the complexity of such a review and the demand of other priorities, we had no alternative but to postpone action on this objective. We plan to continue to work on this project but do not foresee an early conclusion.

OBJECTIVE 7: Initiate a review of current disability retirement processing procedures to determine if satisfactory effort is being made to retain personnel who become disabled.

(Action to be completed September 1976) (Partially completed)

Federal Personnel Manual and Agency information and regulations on this subject have been collected and reviewed. This also proved to be more complex than anticipated and remains uncompleted at the end of the reporting period.

OBJECTIVE 8: (Disabled Veterans)

Review new pamphlets, posters, and other advertising and orientation materials obtained from agencies and organizations involved with disabled veterans to determine the feasibility of providing a major display of one week's duration. (Action to be completed December 1976) (Partially completed)

Our intention to have a week-long exhibit during NETH week in October 1976 was not realized. However, although sufficient material was not available for a major exhibit, we did display what was available on Agency bulletin boards. Plans have already been initiated for a major exhibit of 2 weeks duration this fall which will include the Disabled American Veterans' exhibit which was displayed during the May 5 and 6, 1977 PCEH Conference at the Washington Hilton Hotel. Our 1978 Plan will see this project through to completion.

OBJECTIVE 9: (Disabled Veterans)

Initiate a review of current Agency records concerning disabled veterans with a view towards verification of the accuracy of the data. (Action to be completed October 1976) (Partially completed)

We have verified the data on our currently known disabled veterans and have reviewed our present coding system. We have concluded that the current procedure - which is dependent on input from the newly-employed veteran - is satisfactory and meets our needs. A method for updating is linked to the total program and will be part of our survey.

In addition to the accomplishments reported above, several others are reported below which were not a part of the formal affirmative action plan. For example:

- One component, where 5 deaf employees are assigned, has purchased 5 MCM machines. Three are located permanently at strategic locations and two are loaned as needed to the hearing customers of the deaf programmers. Four of these deaf employees have MCMs at home and now can communicate directly with their offices.
- The Security Duty Office now has an MCM machine which is available for emergency communications purposes. Six of our ten deaf employees have similar equipment in their homes.
- Our Texas-based recruiter has been invited to participate in the University of Texas Job Readiness Clinic, Rehabilitation Counselor Education Program as a guest lecturer enunciating job opportunities in CIA to handicapped groups.

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- New fire emergency plans have been established within the Agency and all deaf employees were given a special safety briefing utilizing the services of a sign-language interpreter.
 - We have purchased a sign-language instructional course on video cassettes which is available in our self-study center for use by interested employees.
 - Architectural modifications have been completed at several other Agency buildings: restrooms were modified in one; a water fountain lowered in another; and wheelchair entrance ramps installed at others which the Agency leases. In addition, 4 visitors' parking spaces close to the Headquarters Building have been set aside for handicapped visitors. As new leases are negotiated for those buildings in which the Agency is a tenant, provisions for correcting architectural barriers are being included.
 - A one-week intensive sign-language course was conducted for 6 employees, while several others are attending evening courses at their own expense.
 - An arrangement has been made with our Office of Medical Services (OMS) to provide the same selection guidance on deaf applicants as is now provided on hearing applicants through testing. Deaf applicants for these professional positions which require testing will be interviewed by the appropriate OMS officer rather than tested.
 - A sign-language interpreter was engaged to assist in the briefing of deaf employees in one office.

PART B - INTRODUCTION TO 1978 PLAN

The Central Intelligence Agency's employment policy for applicants and employees is one of equal opportunity and full consideration for employment, placement and advancement of individuals in positions for which they qualify, with no discrimination against anyone because of the existence of a handicapping condition. Our personnel management system is so designed as to provide equal treatment and maximum opportunities for all employees, disabled and able-bodied alike, in the areas of merit promotion, upward mobility and training. The decentralized system places responsibilities and authorities at the lowest management level which can insure administration consistent with Agency policy. Each subordinate component has promotion/assignment/training panels, the members of which are first-line, mid-level and/or senior managers who make use of the personnel files and performance records in determining actions to be taken regarding the employees for whom they are responsible. Many offices have assigned Career Development Officers whose primary responsibilities are to develop career plans or tracks for their components, to provide advice and guidance to managers and supervisors, and to provide assistance to the employees of their components in the career development process.

The attached policy statement, signed by the Director and circulated to employees in the form of a Headquarters Notice (1 copy for each 6 employees) reaffirms the Agency's commitment to the principles and goals of affirmative action on behalf of handicapped individuals and disabled veterans. (The term "handicapped" as used hereafter includes disabled veterans). In this Notice, the Director has delegated to managers and supervisors the responsibility for implementing and supporting affirmative action efforts and for integrating the principles of the program into the daily management process.

In our 1978 Affirmative Action Plan for the handicapped, we are concentrating on the following major program areas: recruitment; data collection and reporting; training; placement practices; accessibility of facilities; and program evaluation. To administer this program in the Agency and to successfully carry out the provisions of the Affirmative Action Plan, at least 50% of the Coordinator's time and no less than 5% of the Assistant Coordinator's time should be devoted to this effort. The basic cost of the services of the coordinators, training for handicapped employees and miscellaneous fees is as follows:

\$66,850	- salary costs for the Coordinator for Selective Placement and 40 Assistant Coordinators who would devote 50% and 5% respectively of their time to those duties (Average grade: GS-13/4)
2,000	- training
<u>1,000</u>	- guest lecture fees, training films, materials, etc.
\$69,850	- TOTAL

ASSESSMENT

In accordance with the new requirement for an assessment of the program, we have conducted a review of our efforts in relation to major program areas. The results of this review are reported in the following paragraphs.

PROGRAM AREA 1: RECRUITMENT

MEASUREMENT STANDARD: An increase of the handicapped new-hires over the previous year.

CURRENT SITUATION

- Concentration had been on recruitment of disabled veterans with less emphasis on the general handicapped population.
- Results of our efforts are not good.
- Most applicants are self-referrals or are referred by others.
- The feasibility of providing unpaid work experiences for the handicapped and disabled veterans is still being considered.
- Feedback from recruiters shows unavailability of qualified disabled veteran applicants from Veterans' organizations.
- Applicants are considered on the basis of qualifications with consideration of the disability only in relation to a specific position.

CONCLUSIONS

- Communications with vocational rehabilitation centers and educational institutions where the handicapped and disabled veterans are enrolled need to be increased.
- Requirements need to be refined and defined more specifically.
- A determination of component needs for unpaid workers is necessary.
- Improvement in guidelines provided to recruiters is necessary.

PROGRAM AREA 2: DATA COLLECTION AND REPORTING

MEASUREMENT STANDARD: Existence of computerized data for review, analysis, reporting and planning purposes.

CURRENT SITUATION

- Data on handicapped employees is not complete.
- We are unable to identify employees who become disabled on the job.

CONCLUSIONS

- The employee survey must be conducted in order to obtain the necessary information.

- Updated status reporting to the Agency population has been accomplished only generally through the publication of affirmative action plans, accomplishments reports and disabled veterans reports.
- Statistical information on applicants is available in a manual system but, although time-consuming, is not too difficult to provide.
- An adequate system exists for acquiring disabled veteran information upon initial employment. An update mechanism does not exist.
- A system must be devised whereby the information obtained from the survey may be updated.
- Applicant information should be computerized.

PROGRAM AREA 3: TRAINING

MEASUREMENT STANDARDS: Existence of in-house courses and an increase in the numbers of employees attending formal courses relating to the handicapped program.

CURRENT SITUATION

- Coordinators, Personnel Officers, Recruiters and their assistants, and some managers have been briefed on the program.
- Several coordinators have attended the CSC course for Coordinators.
- Several supervisors have attended the CSC course "Successful Supervision of the Handicapped"
- A specific in-house course for coordinators has not been developed.
- A module on the program has not yet been developed for inclusion in the existing managerial/supervisory courses.

CONCLUSIONS

- We must seek out opportunities to brief component heads, their managers, and special groups on the program.
- Purchasing the "Successful Supervision of the Handicapped" kit will enable us to provide specific training for recruiters, supervisors, managers and coordinators.

PROGRAM AREA 4: PLACEMENT ACTIVITIES

MEASUREMENT STANDARD: Job satisfaction of handicapped employees as reported by them.

CURRENT SITUATION

CONCLUSIONS

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| <ul style="list-style-type: none">- A placement follow-up interview program has not yet been established.- A review of efforts made to retain potential disability retirees has not been initiated.- The review of medical standards has not been completed. | <ul style="list-style-type: none">- With the assignment of additional resources, a follow-up interview program could be initiated.- A system needs to be established whereby the coordinator becomes aware of potential disability retirees as early as possible.- A review of cancellation of applicant processing due to medical reasons needs to be undertaken. |
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PROGRAM AREA 5: ACCESSIBILITY OF FACILITIES

MEASUREMENT STANDARD: Absence of architectural barriers.

CURRENT SITUATION

CONCLUSIONS

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| <ul style="list-style-type: none">- Headquarters Building has been made accessible with wheelchair ramps, reconfigured restrooms, and parking facilities.- Some other Agency-owned buildings are partially accessible.- Leased buildings are not yet barrier-free.- An MCM module has been installed in the Security Duty Office for emergency contact use by deaf employees.- No visual alarm system exists for deaf employees.- Aids for the blind (e.g., braille numbers in elevators; different tones for up and down elevators) have not been installed. | <ul style="list-style-type: none">- Follow-up is necessary to insure that those Agency-owned buildings where architectural barriers still exist are made barrier-free.- As leases are renegotiated for buildings where the Agency is a tenant, requirements for removal of barriers must be included.- The installation of a visual alarm system for deaf employees should be explored.- The need for aids for the blind is low-priority as we currently employ no blind persons. |
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PROGRAM AREA 6: PROGRAM EVALUATION

MEASUREMENT STANDARD: Ability to accurately evaluate the program and determine the degree of achievement.

CURRENT SITUATION

CONCLUSIONS

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| <ul style="list-style-type: none">- Limited evaluation has been done | <ul style="list-style-type: none">- Establishment of assessment criteria |
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on an informal basis and primarily in relation to completion or non-completion of specific objectives.

and procedures is necessary.

- Criteria and procedures for evaluation have not been established.

PROGRAM AREA 7: PUBLICITY

MEASUREMENT STANDARD: Monthly distribution of literature to managers and publication of quarterly bulletins to all employees.

CURRENT SITUATION

- An advisory committee has been established to assist in the program.
- Posters have been placed on unofficial bulletin boards in Headquarters building and on special occasions, on official bulletin boards in all buildings.
- Informational pamphlets are included in applicant files for the reviewer's benefit.
- Performance and Report magazines are distributed to Office Heads and component personnel officers monthly.
- The existence of the program is announced to new employees during their entrance on duty processing, and bookmarks, or calendar cards from the President's Committee are included in the EOD kits.
- Various groups of employees (personnel officers, recruiters, managers) have been briefed on the provisions of the program.
- The role of the Coordinator has not been defined specifically nor information concerning the services of the Coordinator published.

CONCLUSIONS

- Progress in this program area has been good.
- Information regarding the services of the Coordinator should be made available to employees.
- The possibility of publishing a quarterly update to employees in the form of a newsletter or a bulletin should be explored.

PROGRAM AREA 8: REGULATIONS

MEASUREMENT STANDARD: Existence of regulatory policies, guidelines and operating instructions.

CURRENT SITUATION

- The existence of the handicapped program and its goals has been published only in notice form which does not carry the same weight as a regulation.
- Guidelines and operating instructions have been provided in an informal manner.

CONCLUSIONS

- A regulation on the handicapped program, similar to the EEO one should be published to provide guidelines and operating instructions.

OBJECTIVE 1: (Recruitment)

Increase by 25% the number of handicapped new hires in FY 1978.

<u>IMPLEMENTATION PROCESS</u>	<u>RESPONSIBLE OFFICER(S)</u>	<u>TARGET DATE</u>
A. Review recruitment guides to determine the need for clarification and refinement with regard to physical requirements.	Coordinator and Assistant Coordinators	30 Sep 77
B. Amend guides if necessary and submit to the Office of Personnel.	Assistant Coordinators	30 Nov 77
C. Disseminate updated guides to recruiters.	Chief, PSB	31 Dec 77
D. Extend communications with rehabilitation centers and educational institutions where handicapped individuals are enrolled.	Recruiters	28 Feb 78
E. Report results of extended outreach activities.	Recruiters	31 May 78

OBJECTIVE 2: (Recruitment)

Determine the feasibility of providing handicapped persons with work experience on an unpaid basis through State Rehabilitation Agencies.

<u>IMPLEMENTATION PROCESS</u>	<u>RESPONSIBLE OFFICER(S)</u>	<u>TARGET DATE</u>
A. Review the program in relation to Agency personnel practices.	Coordinator	31 Oct 77
B. Determine specific needs of components.	Coordinator and Assistant Coordinator	31 Jan 78
C. Review findings and report to the Director of Personnel concerning the feasibility of the program in the Agency.	Coordinator	30 Apr 78

OBJECTIVE 3: (Recruitment - Disabled Veterans)

Increase by 25% the number of disabled veteran new hires in FY 1978.

<u>IMPLEMENTATION PROCESS</u>	<u>RESPONSIBLE OFFICER(S)</u>	<u>TARGET DATE</u>
A. Review recruitment guides to determine the need for clarification and refinement with regard to physical requirements.	Coordinator and Assistant Coordinators	30 Sep 77
B. Amend guides if necessary and submit to Office of Personnel.	Assistant Coordinators	31 Nov 77
C. Disseminate updated guides to recruiters.	Chief, PSB	31 Dec 77
D. Extend communications with rehabilitation centers and educational institutions where disabled veterans are enrolled.	Recruiters	28 Feb 78
E. Report results of extended outreach activities.	Recruiters	31 May 78

OBJECTIVE 4: (Recruitment - Disabled Veterans)

Explore the possibility of making unpaid training and work experience available to disabled veterans.

<u>IMPLEMENTATION PROCESS</u>	<u>RESPONSIBLE OFFICER(S)</u>	<u>TARGET DATE</u>
A. Review the program in relation to Agency Personnel practices.	Coordinator	31 Oct 77
B. Determine specific needs of components.	Coordinator and Assistant Coordinators	31 Jan 78
C. Review findings and make a recommendation to the Director of Personnel concerning the feasibility of the program in the Agency.	Coordinator	31 May 78

OBJECTIVE 5: (Data Collection and Reporting)

Obtain information from employees regarding the existence or history of disabling conditions.

<u>IMPLEMENTATION PROCESS</u>	<u>RESPONSIBLE OFFICER(S)</u>	<u>TARGET DATE</u>
A. Review survey guidelines and information provided by the Civil Service Commission and adapt for Agency use.	Coordinator and Committee	31 Aug 77

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| B. Develop plan of action and procedures for the survey. | Coordinator and Committee | 30 Sep 77 |
| C. Prepare drafts of issuances for review and approval by the Director of Personnel. | Coordinator and Committee | 30 Nov 77 |
| D. Brief component Personnel Officers and managers on the survey and its purpose. | Coordinator and Committee | 31 Jan 78 |
| E. Arrange for distribution of survey questionnaire to all Agency employees with appropriate deadline for return. | Coordinator | 28 Feb 78 |

OBJECTIVE 6: (Data Collection and Reporting - Disabled Veterans)

Update information on disabled veterans with regard to current status of their designation.

<u>IMPLEMENTATION PROCESS</u>	<u>RESPONSIBLE OFFICER(S)</u>	<u>TARGET DATE</u>
A. Review information obtained from the employee survey.	Coordinator	31 May 78
B. Correct existing records if necessary.	Coordinator and Chief, SRB	30 Jun 78
C. Devise a form for disabled veterans to complete on an annual basis regarding status at that time.	Coordinator, RMO, Chief, TRB and Chief, SRB	(1979)

OBJECTIVE 7: (Training)

Develop orientation and training programs to increase knowledge of the handicapped program and enhance supervisory skills.

<u>IMPLEMENTATION PROCESS</u>	<u>RESPONSIBLE OFFICER(S)</u>	<u>TARGET DATE</u>
A. Review training materials and films and monitor lectures being presented on the program within the Agency.	Coordinator, Committee and Training Officer	31 Aug 77
B. Obtain additional material if necessary.	Coordinator	31 Oct 77
C. Determine the ways in which sensitizing training may be provided.	Coordinator, Committee and Training Officer	31 Dec 77

- D. Develop a module for inclusion in existing managerial and supervisory courses.

Coordinator,
Training Officer

31 Mar 78

OBJECTIVE 8: (Placement Practices)

Determine if Agency medical standards are unnecessarily restrictive to the employment of handicapped persons including disabled veterans.

<u>IMPLEMENTATION</u>	<u>RESPONSIBLE OFFICER(S)</u>	<u>TARGET DATE</u>
A. Meet with Office of Medical Services representative to discuss current standards.	Coordinator	30 Nov 77
B. Analyze results of discussion and determine the need to establish a review committee.	Coordinator and Director of Personnel	31 Jan 78
C. Establish a review committee if necessary.	Coordinator and Director of Personnel	31 Mar 78
D. Recommend amendments to standards if required.	Review Committee or Coordinator and Director of Personnel	30 Jun 78

OBJECTIVE 9: (Placement Practices)

Determine if current disability retirement processing procedures include satisfactory effort to retain personnel who become disabled.

<u>IMPLEMENTATION PROCESS</u>	<u>RESPONSIBLE OFFICER(S)</u>	<u>TARGET DATE</u>
A. Review current procedures.	Coordinator and Chief, RAD/OP	28 Feb 78
B. Determine if changes are necessary.	Coordinator and Chief, RAD/OP	31 Mar 78
C. Prepare analysis and make a recommendation to the Director of Personnel.	Coordinator	30 Apr 78

OBJECTIVE 10: (Accessibility of Facilities)

Assure accessibility of facilities.

<u>IMPLEMENTATION PROCESS</u>	<u>RESPONSIBLE OFFECER(S)</u>	<u>TARGET DATE</u>
A. Monitor progress of building modification projects.	Coordinator	31 Dec 77 and 30 Jun 78

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B. Insure that new leases for leased buildings contain provisions for correction of architectural barriers. Chief, LSD/OL 31 Mar 78

OBJECTIVE 11: (Program Evaluation)

Establish criteria and procedures for evaluating the status of the handicapped program to insure that objectives are met.

IMPLEMENTATION PROCESS

	<u>RESPONSIBLE OFFICER(S)</u>	<u>TARGET DATE</u>
A. Review Civil Service guidelines on assessing programs.	Coordinator and Committee	31 Aug 77
B. Adapt the CSC guidelines and develop an evaluation system.	Coordinator and Committee	30 Apr 78

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FPM Letter 306-12

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of incorporation in FPM
Ch. 306

RETAIN UNTIL SUPERSEDED

SUBJECT: Affirmative Action Plans for Employment of Handicapped
Individuals and Disabled VeteransWashington, D. C. 20415
April 28, 1977

Heads of Departments and Independent Establishments:

Report due
June 30, 1977

1. Since the enactment of the Rehabilitation Act of 1973 (P.L. 93-112), as amended, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (P.L. 93-508), progress has been made in the development and implementation of affirmative action program plans for the hiring, placement, and advancement of handicapped individuals and disabled veterans. However, since barriers still exist, additional efforts are essential to assure full consideration of qualified job applicants and employees. To effectively implement affirmative action programs, these are the areas which need to be strengthened:

- Development of plans based on a comprehensive assessment by the agency of its program including present and projected employment opportunities.
- Use of personnel management evaluations to identify employment conditions which may impede employment of the handicapped.
- Development and implementation of plans at the local level.

The purpose of this FPM Letter is to provide guidance for developing an approvable affirmative action program plan which addresses the subject areas emphasized above and outlines requirements for the 1978 annual report and plan.

Program Goal

2. The Federal Government is committed to a policy that will provide equal employment opportunities for qualified handicapped individuals in Federal jobs. In addition, statutory provisions require maximum promotion of Federal employment and advancement opportunities for qualified disabled veterans. Therefore, realistic affirmative action must be based on thoughtful planning. As a guide toward implementing this policy, a program goal has been established which all Federal agencies should strive to attain:

To ensure that qualified handicapped individuals, including disabled veterans and Federal employees who become disabled, have a full measure of opportunities in hiring, placement, and advancement in Federal employment and that this concern is reflected as an integral part of ongoing agency personnel management programs, as evidenced by:

- a. disabled persons employed in a broad range of grade levels and in a representative variety of occupational series with career advancement commensurate with opportunities and relative merit within an organization, and

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code 101, extension 25687 or 63-25687

CSC Code: 306, Selective Placement Program (Handicapped)

Distribution: FPM

- b. jobs that do not unnecessarily exclude incumbency by disabled individuals because of job structure or design, or because of architectural, transportation, communication, procedural, or attitudinal barriers.

Levels of Program Responsibility

3. At the headquarters level, each agency is responsible for setting agencywide objectives for the administration and management of the program. It is here where the agencywide affirmative action plan is updated, evaluations of program effectiveness are made, and annual reports are prepared for submission to the Civil Service Commission. As a minimum, agency objectives should address the following subjects:

- Commitment to policy and of resources.
- Appropriate delegations of authority to direct and support installation affirmative action efforts.
- Internal program evaluation system.
- An internal data collection system for purposes of local and agencywide assessment and planning.
- Inclusion of sources of handicapped persons in agency recruitment efforts.
- Inclusion of handicapped employees in merit promotion, upward mobility, and training programs.
- Assuring accessibility of facilities.

4. Agency components or installations are responsible for carrying out results-oriented activities to meet agency program objectives. Guidance for developing and implementing local plans, as well as requirements for program assessment and accountability, are the responsibility of each agency. In contrast to the agencywide program plan which is primarily oriented to program management, local action plans are operational in nature. Local plans are not required to be submitted to the Civil Service Commission; however, they, as well as periodic assessments of progress implementing them, should be available for both agency and Civil Service Commission evaluation purposes. Local plans are composed of action items that address operational activities tailored to meet local needs. Actions which will be helpful in carrying out an affirmative action program plan are contained in Attachment I. This listing is not all inclusive, nor should all the items be automatically incorporated into a plan without regard to local needs.

5. It should be recognized that the differences between headquarters and local action program plans will vary with the size of an agency. A small agency housed principally in one location might combine program administration and operational activities into one plan. However, for large agencies with several subagencies and with many installations across the country, the agency program management objectives should be reflected in the departmental and regional plans.

Program Assessment

6. Agencywide plans and reports which are submitted to CSC must contain an assessment of the program as it compares to the program goal. A minimum of one assessment is required each year which will describe agency programs as of, or during the period shortly before, June 30.

7. A clear way to conduct program assessment is to compare each objective with the situation as it currently exists in the subject area addressed by the objective. Opportunities for making any needed or beneficial changes should then be assessed; and problems, as they are or as they might be anticipated, should be identified. In effect, this process makes each objective a standard of performance against which agencies can measure progress, analyze problems, and decide which actions to take. An example of this process is outlined below:

Program Assessment

<u>Objective</u>	<u>Situation as it Exists</u>	<u>Opportunities for Change</u>
(standard of performance)	(include explanation of how determined if not readily obvious)	(include identification of problem(s) as exist or are anticipated)
Recruitment	Occasional outreach for applicants to State rehabilitation agencies. Most applicants come from registers or by self or other referral. Information obtained from reports provided by agency coordinators.	Extend outreach for handicapped to all usual recruitment sources. Provide orientation/training recruiters. Feedback from installations "X and Y" shows unavailability of applicants. Increase communications with State rehabilitation and similar agencies. Projected hires for year increasing in accounting/auditor series (up 400).
Assure accessibility of facilities	A survey revealed that about 50 percent of facilities need modification.	GSA can inexpensively make modifications in about half of cases. Funds will be needed for some changes--resources need to be budgeted. Some buildings are leased, need to make changes through lessors.

Establishing Actions

8. The next step after an assessment has been made is to identify the most appropriate actions that can realistically be undertaken to assure progress towards attaining objectives throughout the organization. In effect, action items are proposed solutions. To the extent possible, action items should be clearly stated in such a way that their accomplishment is measurable.

9. Action items should not extend beyond the reporting year. However, action items may be added at any time when significant problems are identified or when ongoing program evaluations indicate a need for their addition. The important point is that the need for additional action may become evident during the life of a plan and that, when this occurs, appropriate measures should be initiated regardless of whether the plan is formally modified to include the specific activity. Along with each action item the following should be included: method of implementation, planned date for accomplishment, and the official or office responsible for accomplishment. The part of the action plan which covers the above information on action items can be shown in a similar format or as an extension of the assessment process format described above in 7.

Personnel Management Evaluations

10. Evaluations should be conducted as a part of ongoing agency and CSC personnel management efforts and in addition to the program assessments made by agency staff responsible for the affirmative action program (discussed in 7 above). This is essential in order to ensure that:

- agency objectives are addressing areas that will lead to meeting the program goal;
- action items are producing results in terms of meeting agency objectives;
- resources are being concentrated on the correction of problems identified in the assessment and upon actions needed for program improvements; and,
- an accurate picture of the status of employment of handicapped individuals can be made for presentation to the head of the agency, the Interagency Committee on Handicapped Employees, and to the Congress.

11. Agencywide affirmative action program plans will be reviewed and evaluated by the Office of Selective Placement Programs, Civil Service Commission, which will approve or disapprove them. Information furnished in agency annual reports and plans will be evaluated for results directly related to: (a) the objectives which have been set by the head of the agency for administering and managing the program at all levels of operations; (b) the progress in attaining these objectives; (c) the agency's assessment of opportunities for effecting changes; and (d) actions the agency plans to take.

12. Conducting operating level program evaluations is a responsibility of both the agency and the CSC. Local level plans should be evaluated against criteria developed by each agency. These criteria should address operational activities developed to meet local needs.

1978 Reporting Requirements

13. Plans will be submitted by all agencies on or shortly before, June 30, 1977, covering the period of July 1, 1977, through June 30, 1978. Subsequent plans will be submitted on, or shortly before, June 30 of each year covering the same period of time, i.e., July 1 through June 30.

14. As in past years, annual reports and plans will continue to have five major components:

Part A Report of Accomplishments for 1977. This part must be specifically addressed to action items and target dates listed in the 1977 plan and must show results attained during the year. An explanation for significant changes in program actions or target dates must be included. The 1977 report of accomplishments will cover the period April 1, 1976, through June 30, 1977. Subsequent reports of accomplishments will cover the reporting year of July 1 through June 30.

Part B Introduction to 1978 Plan. This part must include an explanation of the administrative organization, staffing resources for implementing an affirmative action program, and policy statement.

A policy statement by the head of the agency which clearly indicates the commitment of top management is required. The statement need not be reissued except when there is a change in the head of the agency. Designation of the individuals assigned the direct responsibility for implementing this policy should be included.

Part C Plan of Action for 1978. In accordance with existing statutes (P.L. 93-112 and 93-508), each department, agency, and instrumentality within the executive branch (including U.S. Postal Service and U.S. Postal Rate Commission) must submit an annual affirmative action plan for the hiring, placement, and advancement of handicapped individuals, including distinct specifications for disabled veterans. The laws also stipulate that the Civil Service Commission, after consultation with the Interagency Committee on Handicapped Employees, must review and approve agency plans.

Plans must outline agencywide objectives which address administrative and management processes where actions can be taken to assure progress in attaining the program goal throughout the organization. Objectives must be related to attaining the program goal and extend beyond a single reporting plan year and probably will remain unchanged from year to year. Until they are reached, they can be considered as improvement objectives. When reached, they can become maintenance objectives.

The discussion on program assessment is an integral part of the plan and should follow the format described in item 7 above. Also, it should be a consolidation of information; for example, 50 installations have established ongoing recruitment efforts with State rehabilitation agencies, the remaining 10 installations are including this action in their current plans.

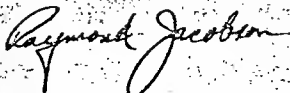
Part D Statistical Report of Handicapped Employees. This report must reflect data as of December 31, 1976, as shown in Attachment II. (Also see CSC Bulletin 306-10, dated January 13, 1977.)

Part E Statistical Report of Disabled Veterans. This report must also reflect data as of December 31, 1976, as shown in Attachment III. (See CSC Bulletin 306-10, dated January 13, 1977.)

15. Beginning with the report due June 30, 1978, agencies will submit Part A - "Report of Previous Year's Accomplishments"; Part B - "Introduction", only if resources and policy have changed; and Part C - "Plan of Action", which must reflect new, modified, or terminated objectives or action items resulting from program changes, accomplishment, or lack of accomplishment. Parts D and E will change in future years when data becomes available through the Central Personnel Data File.

16. Annual reports, including plans, must be submitted on time and must contain the required information specified in item 14 above. Plans which do not provide the required information will not be considered approvable. Agencies will be notified immediately if plans are incomplete or disapproved and will be given not more than 30 calendar days to resubmit. If significant modifications are required before a plan can be approved, (e.g., lack of appropriate timetables where it is clearly indicated specificity is necessary), the Office of Selective Placement Programs' staff will provide technical assistance to agencies in providing the required information so that an approvable plan can be prepared and submitted within a given period of time for reporting to the Interagency Committee on Handicapped Employees and the Congress on September 30 of each year.

17. This report has been cleared in accordance with FPMR 101-11.11 and assigned interagency report control number 0023-CSC-AN.



Raymond Jacobson
Executive Director

Attachments

ACTION PLAN

PUBLICITY AND REGULATORY PROGRAM

Publish comprehensive guidelines regarding duties and interrelationships among persons assigned responsibility for carrying out the program.

Issue internal operating instructions for implementing the action plan.

Establish an advisory committee including handicapped employees within agency headquarters and component activities, to assist management in developing and evaluating the program.

Provide information so that all handicapped employees, including those who may become disabled after initial hire, are aware of the services provided by the coordinator.

Provide a year-round informational program which will develop an agency-wide awareness about handicapped employees in order to dispel myths and misconceptions about their qualifications, capabilities, and needs.

PRE-RECRUITMENT

Include in the agency's staffing plans (formerly manpower planning document) specific goals for recruitment and placement of handicapped persons.

Review positions and job descriptions to determine if tasks and medical requirements are unnecessarily restrictive to the employment of handicapped individuals.

Identify transportation barriers related to mass transit, taxi services, carpools, and air travel, and take steps to encourage appropriate modifications.

Review positions to determine whether duties can be performed by handicapped persons or can be modified to accommodate them.

Review merit promotion documents to assure that handicapped persons are not prohibited from applying for position advertised.

Assure that the work environment is free of architectural barriers. Areas of primary concern include parking facilities, restroom facilities, placement of elevator controls, emergency signals for blind and deaf, and building entrances.

RECRUITMENT

Publicize the program within the agency and to the general public, (e.g., rehabilitation and veterans' organizations) so that disabled applicants are aware of the program and services provided by the coordinator.

Establish contacts with local community organizations (private and public) serving disabled veterans, including State and local veterans employment representatives.

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Establish liaison with State vocational rehabilitation, veterans' organizations and other public and private organizations serving the handicapped to facilitate procedures for recruitment, training assistance, and additional services.

Establish outreach recruitment activities with counseling psychologists of Veterans Administration regional offices and hospitals and with military.

List all vacancies for which the agency has recruiting authority with State employment security offices.

EMPLOYMENT

Establish recruitment procedures to assure that severely handicapped persons are considered for employment, including the furnishing of vacancy announcements and agency literature to public and private organizations serving the handicapped.

Provide opportunities for seasonal and/or part-time employment for handicapped persons.

Establish a system whereby employees who become disabled are identified so that services can be provided and efforts made to retain them in Federal employment.

Provide placement followup on all handicapped employees.

Establish a program for unpaid work experience for clients of State vocational rehabilitation agencies (See FPM Letter No. 306-6).

TRAINING

Coordinators

Provide orientation and training programs for enhancing managers' and supervisors' knowledge of the program.

Provide training for coordinators and personnel staffing specialists in program practices and procedures, selective placement techniques, etc.

Train coordinators and personnel staffing specialists in the use of various appointment options available for the handicapped including Veterans Readjustment Appointments (VRA's), 700-hour appointments, Schedule A, section 213.3102(u), and noncompetitive appointments for disabled veterans under regulation 315.604.

Handicapped Employees

Provide handicapped employees the necessary additional assistance for participating in training and developmental activities. Readers for the blind and interpreters for the deaf are examples of such assistance.

Veterans

Coordinate efforts with the Chief of Counseling and Rehabilitation Section in the nearest Veterans Administration regional office to develop on-the-job training programs for veterans with compensable service-connected disabilities. (These are on-the-job training programs which may be approved for payment of VA benefits).

REPORTS

Establish a reporting system to keep agency management apprised of program status.

EVALUATION

Establish criteria and procedures for evaluating the status of the program, such as practices involved in recruitment, hiring, placement, and advancement of handicapped individuals.

ASSESSMENT

Review program requirements and assess program in relation to actual employment statistics for handicapped and disabled veterans for a specific time period.

Format for Agency Report of Affirmative Action
Program Plan on Employment of the Handicapped

A. Statistical Data

1. Total number of all employees as of December 31, 1976. (Include full-time permanent and all others.) _____
2. Total number of all handicapped employees as of December 31, 1976. This number includes only those disabled veterans with reportable handicaps.* _____

* NOTE: A determination of handicapped employees must be made from extracting records using the codes and guidelines shown in FPM chapter 291, appendix C, paragraph 2, for determining reportable handicaps.

B. Other

1. Number of agency component activities and field establishments having appointing authority. _____
2. Percentage of time spent by agencywide Coordinator for Selective Placement in managing the program. _____
3. Number of coordinators designated in all component agency activities. _____

Percentage of time spent by component coordinators in implementing the program. Indicate the number in each group:

1 - 10%
11 - 25%
26 - 50%
51 - 75%
76 - 100%

C. Source of Data

1. Describe the source of data used for the report on the number of handicapped employees. (Item A-2 above)

Format for Agency Report of Affirmative Action
Program Plan on Employment of Disabled VeteransA. Statistical Data as of December 31, 1976.
(Use the following table format.)

<u>Veteran Status</u>	<u>No. in Work Force</u>	<u>No. Handicapped</u>
10-point compensable		
10-point noncompensable *		
5-point	XXXXXXX	

NOTE: A determination of handicapped employees must be made from extracting records using the codes and guidelines shown in FPM chapter 291, appendix C, paragraph 2, for determining reportable handicaps.

B. Source of Data

1. Describe the source of data used for the report in Item A above.

*Excludes 10 point other (spouse, widow/widower, and mother).

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